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Central Intelligence Agency

Washington, D.C. 20505

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OCA 88-0209

26 JAN 1988

The Honorable David Boren
Chairman
Select Committee on Intelligence
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman:

I understand that the Committee is about to consider proposed legislation that would establish a "statutory" Inspector General at CIA. In this regard, I thought it might be useful to briefly review with you the steps I have already taken to strengthen the stature and capabilities of that Office. [redacted]

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On 16 December 1987 I sent to the Committee copies of the report of the steering group I convened to study the Office of the Inspector General and to make recommendations to improve its capabilities and performance. The steering group was composed of senior CIA management and chaired by my Executive Director. I also provided the Committee with a memorandum I sent to the Executive Director the same day endorsing all of the group's recommendations and directing the immediate implementation of a number of concrete steps to put the program into place. In the event you have not had an opportunity to review these important documents, I am enclosing copies here and would urge you to look them over briefly. [redacted]

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The changes I have mandated will focus on two key areas. First, I am strengthening the role of the Office of the Inspector General. He will now report directly to me, and I want to stress that he holds the rank of Deputy Director, subordinate only to me and to the Deputy Director of Central Intelligence. The staff of the Inspector General will be enlarged and our most talented, highly-rated GS-15s through SIS-03s from across the Agency will serve at least a one-year term there. I view successfully serving on the Inspector General Staff as a key assignment leading to more senior positions in the Agency. [redacted]

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Second, I see the Inspector General's charter as broader than it has been heretofore. In addition to the normal inspection, investigation and audit activities, I see the Inspector General in a positive, constructive sense directly involved in improving overall Agency management, ensuring

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accountability and discipline, encouraging the raising of standards and quality of performance, as well as playing a significant role in the development of our top managers and leaders of tomorrow. [REDACTED]

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Finally, I have appointed William F. Donnelly to be the new Inspector General, effective 18 January 1988. Mr. Donnelly has a broad range of both substantive and managerial experience in a long and distinguished Agency career that I am convinced qualifies him uniquely for this enhanced position. [REDACTED]

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In short, I believe that with these steps we are well on the way towards accomplishing our shared goal of strengthening the functions, role and capabilities of the Office of Inspector General. I do not believe that enacting legislation along the lines of S. 1818 will achieve this goal. As Director of Central Intelligence, I am accountable to the oversight committees. Any suggestion that access to our records is available through another independent source can only increase the concerns of our own assets as well as already sensitive foreign liaison services that their information and their identities cannot be properly protected by the CIA. [REDACTED]

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I believe that I can deliver a better product by working with an Inspector General selected by me from the professional ranks, accountable directly to me, who can build respect for the process and command a greater level of cooperation than could be expected from the proposed legislation. (As a sometime farmer, I have more success with less help leading my stock than I do by driving them.) [REDACTED]

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I came here to do the job the President and the Congress expected of me. You can help me best by giving the significant changes I have already put into effect a chance to work rather than immediately imposing legislation that I believe to be neither necessary nor helpful. [REDACTED]

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In closing, because I consider this issue to be of utmost importance, I would be grateful for an opportunity to come to the Committee before it takes any action on pending legislation in this area in order to discuss personally in greater detail my views and plans with respect to the CIA Office of Inspector General. [REDACTED]

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Sincerely yours,

SIGNED

William H. Webster
Director of Central Intelligence

Enclosures

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OVER

16 December 1987

MEMORANDUM FOR: Executive Director

FROM: Director of Central Intelligence

SUBJECT: Strengthening the Functions and Role
of the Office of the Inspector General

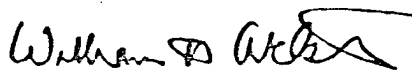
1. I have carefully reviewed the report of the Steering Group on strengthening the functions and role of the Office of the Inspector General forwarded with your memorandum of 1 December 1987. I congratulate the members of the Steering Group on an excellent report. Your oral report to the senior staff yesterday was warmly received.

2. I approve the report as written. I intend to make copies of it available to the intelligence oversight committees today. I wish to start the implementation process immediately and ask that you continue to oversee the implementation of the Steering Group's report. This will require a number of administrative directions in order to make certain that the career path program is promptly put into place.

3. In addition to the recommendations of the Steering Group, and after consultation with Deputy Director Gates, I would like to add the following to the process:

- The Deputy Inspector General should be elevated from SIS-04 to SIS-05 to make the IG office parallel and comparable to the directorates.
- We should initially limit the pool of fast-rising managers assigned to the IG to those from Category I GS-15s through SIS-03.
- We should monitor the adequacy of the present Investigations and Compliance Staff and I am entirely receptive to augmenting resources in this area to assure a more aggressive use of this unit, especially by the DCI and DDCI.
- The Inspector General should report directly to the DCI.
- I intend to include the Inspector General in the Monday morning senior management breakfast.

4. Again, my sincere thanks to you and to the members of your Steering Group for a job well done.



William H. Webster

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Washington, D.C. 20505

December 16, 1987

The Honorable David L. Boren
Chairman
Select Committee on Intelligence
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman:

As you know, one of my first priorities on becoming Director of Central Intelligence has been to study and strengthen the Central Intelligence Agency's Office of the Inspector General. After several months of observation of the overall management structure and practices within the Agency, I convened a steering group of senior managers of the Agency to review procedures and practices currently being followed by that office and to recommend to me changes designed to strengthen it. In tasking this group, I asked them to give particular attention to career path initiatives which would both strengthen the I.G. office itself and provide broader and more cohesive experience to the future managers of the Agency. The task force has now completed its report, and I have accepted its recommendations. It is enclosed for your reference.

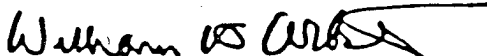
Some of these recommendations will be familiar to you, since you and I have already discussed this subject. I remain convinced that a vigorous, aggressive Office of the Inspector General is a prerequisite to the conduct of intelligence activities that comply with applicable law and policy. It is also an important ingredient in building awareness of these responsibilities within the Agency in ways which encourage the cooperation and understanding of our employees without eroding momentum for our vital mission. I am confident that the prompt implementation of these recommendations will go a long way toward helping the Agency attain that goal.

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The Honorable David L. Boren

Please let me know if you have any further questions about the report or its recommendations. I am also sending a copy of this letter to Vice Chairman Cohen.

Sincerely yours,



William H. Webster
Director of Central Intelligence

Enclosure

DOWNGRADE TO UNCLASSIFIED UPON
REMOVAL OF ENCLOSURE

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